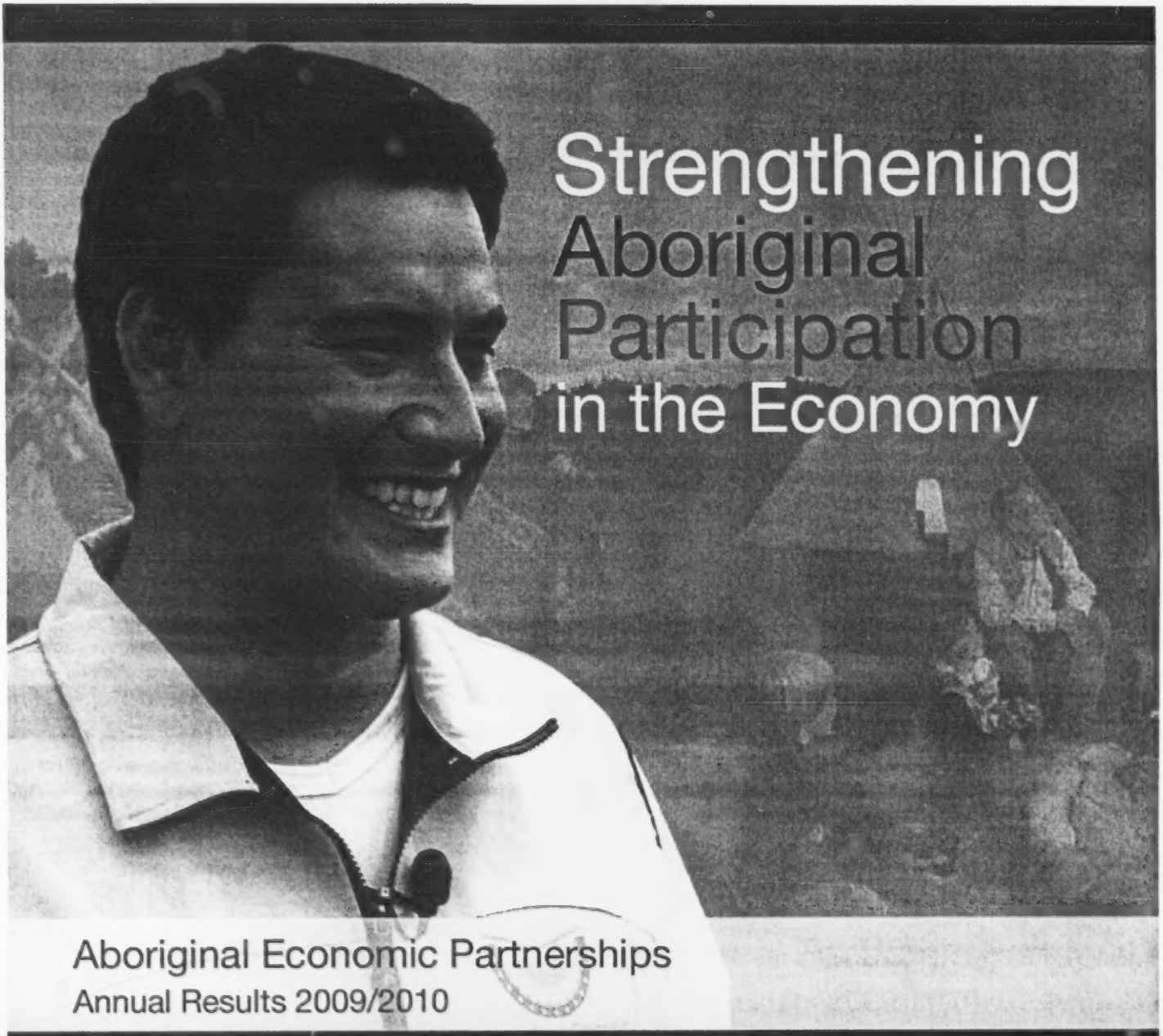

Strengthening Aboriginal Participation in the Economy

Aboriginal Economic Partnerships

Annual Results 2009/2010

Government of Alberta
Aboriginal Relations

Strengthening Aboriginal Participation in the Economy

I am pleased to present the fourth annual results report summarizing the Ministry of Aboriginal Relations' key initiatives supporting Aboriginal economic development in Alberta.

The 2009-10 year marked a new focus on collaboration and partnerships. The growing success of Aboriginal businesses and communities in Alberta has created a need for economic development support that goes beyond simple funding.

Aboriginal Relations has taken on an expanded role to help leverage partnerships, co-ordinate multiple funding partners, and connect project applicants with the wide variety of resources needed for sustainable success.

The First Nations Economic Partnerships Initiative (FNEPI) continues to be a vital component of the Government of Alberta's commitment to increase Aboriginal participation in the province's economy. FNEPI, administered through a partnership with the Ministry of Employment and Immigration, provided a combined total of $5.6 million this year to encourage industry partnerships, strengthen economic capacity and provide entrepreneurial support.

Our collaborative, outcome-based approach is already seeing tangible results. We invite you to read and celebrate the growing list of success stories featured in this report and in more detail on our website.

Honourable Len Webber
Minister, Alberta Aboriginal Relations

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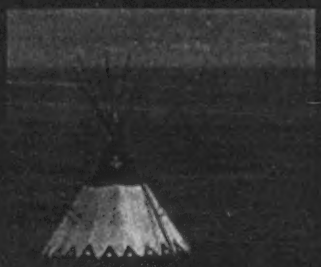


Aboriginal Economic Development Partnerships

The Government of Alberta supports the participation of First Nations, Métis and Inuit people in Alberta's economy.

The government, through various departments, works to build relationships with Aboriginal communities and leaders. These strong relationships have been in place for years but were formalized in 2008 through the historic Protocol Agreement on Government-to-Government Relations. Unique to Alberta, this Agreement commits the Premier and Ministers responsible for consultation, to meetings with First Nations Grand Chiefs (of Treaties 6, 7 and 8) and Vice-Chiefs at least once a year.

The Protocol Agreement provides a structure for partners to work together on important issues. The Agreement's original focus on land and resource development issues has expanded to include other areas such as education, children's issues and economic development.

The Ministry of Aboriginal Relations supports Aboriginal economic development by facilitating economic partnerships among Aboriginal communities, industry, governments and other stakeholders. Initiatives include:

- profiling Aboriginal economic development successes
- supporting capacity building opportunities
- strengthening entrepreneurship
- supporting community engagement and
- delivering the First Nations Economic Partnerships Initiative with Alberta Employment and Immigration

This is a shared vision, flowing from the goals of Alberta's Aboriginal Policy Framework and based on feedback from Aboriginal communities in Alberta.

Alberta Aboriginal Relations

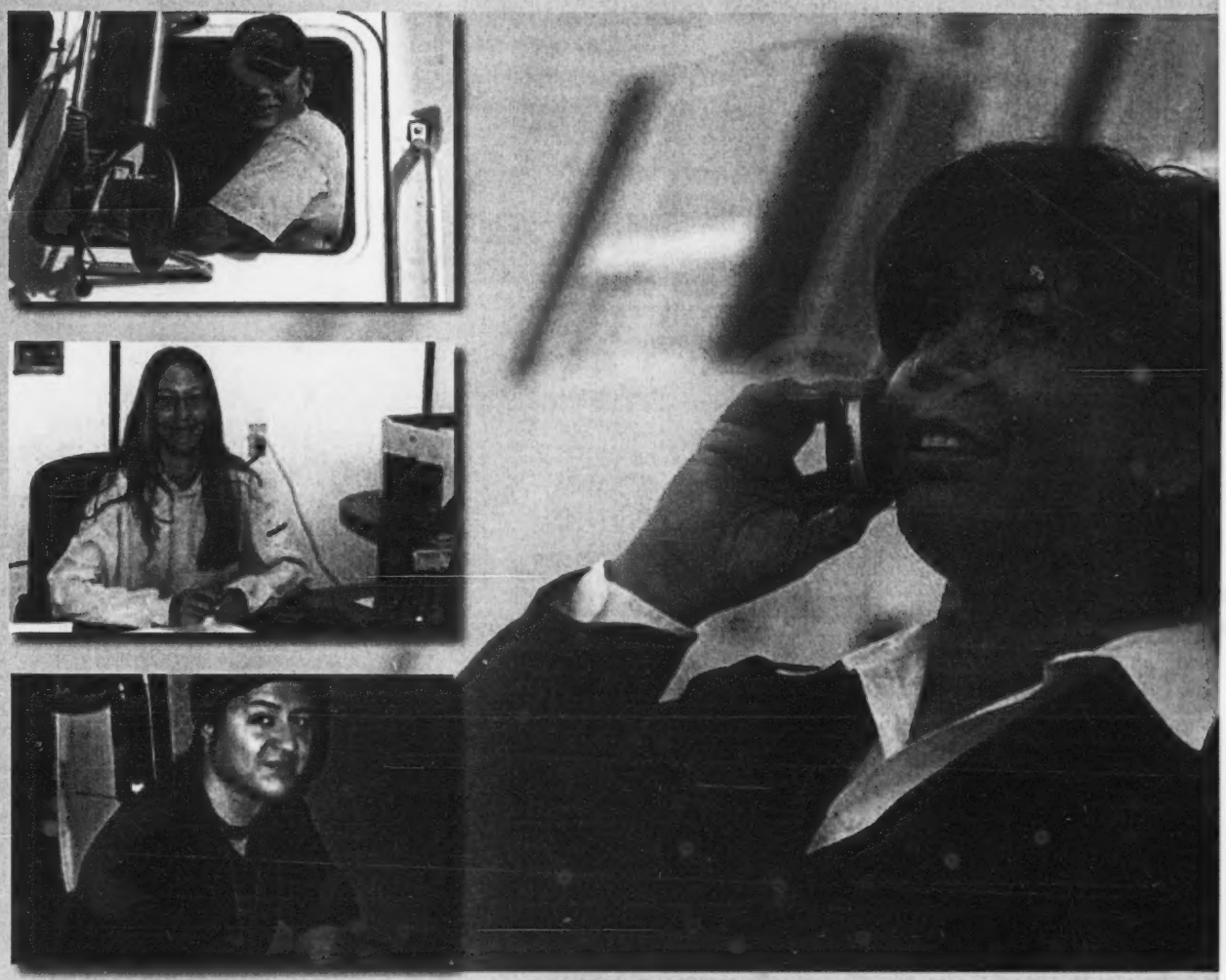
The Ministry of Aboriginal Relations works with Aboriginal communities and other partners to enhance social and economic opportunities for Aboriginal people in Alberta.

MISSION

Aboriginal Relations oversees the development and alignment of Government of Alberta legislation, policies and initiatives that affect Aboriginal people and their rights, by building effective relationships with Aboriginal communities, industry and governments.

BUSINESS PLAN

This business plan is aligned with the government's five goals and supports the government's core businesses as set out in the *Government of Alberta Strategic Plan*.



First Nations Economic Partnerships Initiative

Developed in 2005, with input from Alberta First Nations and industry leaders, the First Nations Economic Partnerships Initiative (FNEPI) program is focused on three main objectives designed to help strengthen First Nations economic capacity.

1. Develop sustainable partnerships among First Nations and industry, government and other stakeholders.
2. Build capacity to strengthen the ability of First Nations to take advantage of current and future economic opportunities.
3. Support entrepreneurship development through business knowledge and skills transfer to ensure Aboriginal people in Alberta have the opportunity to share in the province's prosperity.

Award-winning project

FNEPI is the first program of its kind in Canada. It works directly with industry and First Nations communities to create new business projects.

The FNEPI management model is unique, with seven inter-related programs delivered in collaboration by two provincial ministries, each promoting partnerships between First Nations, industry, governments and other stakeholders.

FNEPI's success garnered a national award from the Institute of Public Administration of Canada: the 2010 Innovative Management Award. The award recognizes governmental/public sector organizations that have demonstrated new and innovative ways of cutting across bureaucratic boundaries to address complex issues. IPAC's recognition of FNEPI was an honour and helps Alberta to share this successful program model with public administrators across Canada.

Donavon Young, Assistant Deputy Minister of Aboriginal Relations and Alisha Petryshyn, Policy Coordinator

Annual Funding & Outcomes

The Government of Alberta invested more than $5.6 million this reporting year to encourage Aboriginal partnerships and economic participation.

In the 2009-10 fiscal year (April 1, 2009 to March 31, 2010), Aboriginal Relations contributed $2.7 million and Employment & Immigration contributed $2.9 million towards this goal. This support resulted in:

- 14 new economic capacity building projects
- Ten Regional Economic Partnership Coordinators placed with 12 First Nations/Tribal Councils
- 18 new strategic economic initiatives projects involving 21 First Nations
- Over 250 detailed engagements for Aboriginal entrepreneurs
- Ten 15-week entrepreneurial training programs delivered to over 40 Aboriginal participants
- Four 15-week management training programs delivered to First Nation owned company management
- Three business proposal writing workshops piloted with two Tribal Councils, resulting in 10 more workshops planned for the coming year
- Five contract readiness workshops, developed with industry and facilitating Aboriginal participation in economic opportunities and
- Three youth entrepreneurship camps and five symposiums for Aboriginal youth throughout the province.

Additional funding

In addition to the $5.6 million in FNEPI support, the Government of Alberta secured $5.7 million in 2008/2009 from the federal Community Development Trust Initiative (CDTI) to further allocate towards Aboriginal economic development.

Aboriginal Relations is administering $2.7 million of this CDTI funding over three years to assist Aboriginal communities at economic risk due to dependency on one local industry or business. Seven communities will each receive funding over a three year period ending March 31, 2011 to build new economic diversification options by developing capacity, facilitating new training and skills development and increasing participation in the knowledge economy.

Alberta Employment and Immigration will allocate $3 million of the CDTI funding for the same three-year period. Funds have been directed towards 13 projects focused on labour force development.

Grant Breakdown

Strategic Economic Initiatives Grants	Amount
Alberta First Nations Economic Developers Network Association	$ 50,000
Alberta Research Council Inc	100,000
Alexander First Nation	98,500
Alexis Land Management Corporation	200,000
Chipewyan Prairie Dene First Nation	100,000
Driftpile First Nation	100,000
Duncan's First Nation	90,000
Fort McKay First Nation	300,000
International Organization of Indigenous Resource Development (Hobbema Region)	100,000
Little Red River Cree Nation	80,000
Mikisew Cree First Nation	45,000
Montana First Nation	75,000
Piikani Resource Development Ltd	83,750
River Cree Development Corporation (Enoch Cree)	100,000
Saddle Lake Cree Nation	25,000
Smith's Landing First Nation	32,500
Sturgeon Lake Cree Nation	100,000
Whitefish Lake First Nation #128	31,700
18 SEI Projects Approved	**$ 1,711,450**

Economic Capacity Building Grants	Amount
Alberta Women Entrepreneurs	$ 20,000
Athabasca Tribal Council	10,000
Buffalo Nations Cultural Society	32,500
Calgary Chamber of Commerce	40,000
Confederacy of Treaty Six First Nations	50,000
Council for the Advancement of Native Development Officers (CANDO)	10,000
Duncan's First Nation	50,000
Sawridge Band	50,000
Seven Fires Developments Ltd (Fully owned by Paul First Nation)	12,500
Seven Fires Developments Ltd (Fully owned by Paul First Nation)	50,000
Sturgeon Lake Cree Nation	7,500
Sunchild E-Learning Community	47,500
The Business Link Business Service Centre	40,000
Wabasca-Desmarais Métis Local #90	3,000
14 ECB Projects Approved	**$ 423,000**

** All AEP grant expenditures are reported based on amounts approved in the 2009-2010 fiscal year.*

Developing Partnerships

Partnerships are critical to enhancing Aboriginal participation in the Alberta economy.

The Strategic Economic Initiatives (SEI) program provides funding to support strategic, sustainable partnerships among First Nations, industry and other partners.

The program helps create long-term partnerships that will result in tangible benefits for First Nations communities. Projects must have a regional focus, at least one partner, and must:

- address community priorities
- demonstrate significant strategic value and
- contribute to an improved understanding of First Nation economic development.

Since the program's inception in 2005, the Strategic Economic Initiatives program has supported 72 strategic economic partnerships with First Nations and Tribal Councils.

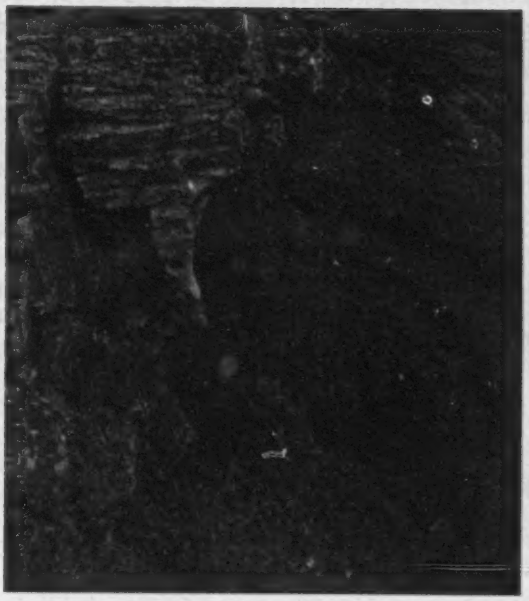
	Strategic Economic Initiatives New Partnerships
2005-06	10
2006-07	16
2007-08	14
2008-09	14
2009-10	18

Duncan's First Nation: *Sand and Gravel Enterprise Project*

Duncan's First Nation leveraged FNEPI support to establish a successful sand and gravel enterprise – a company that will provide them with the opportunity to participate in and benefit from existing and planned oil sands and conventional gas projects in the Peace River area.

The sand and gravel pit became operational in April 2010 and has already created ten full-time employment opportunities. It is wholly owned by Duncan's First Nation and will generate profit and secure royalties for the community. The First Nation has used its funding to create a strategic plan to develop economic partnership agreements and build both technical and community capacity.

Community leaders secured $90,000 in funding through the Strategic Economic Initiatives program and combined it with a unique business opportunity to help the First Nation become competitive in the industry and develop sustainable employment for its members.



Supporting Entrepreneurship Development

FNEPI's entrepreneurship development and support initiatives aim to create innovative and sustainable Aboriginal businesses by providing Aboriginal entrepreneurs with increased access to business information and advisory services.

In 2009-10, Alberta Employment & Immigration's Aboriginal Development Branch managed 190 projects supporting Aboriginal entrepreneurs including:

- labour force development funding, including new partnership development and development of employment and training programs specifically designed for First Nations, Métis and Inuit.
- entrepreneurial training, after-care and access to business advisory services, including business planning, training and mentoring.
- business management and small business start-up training to individual Aboriginal entrepreneurs or to the employees of Bands and Band-owned businesses
- support for organizations developing entrepreneurship skills of Aboriginal women and youth
- funding Alberta's Aboriginal Capital Corporations to provide business development support to Aboriginal entrepreneurs looking to start or expand a business.
- facilitating economic development within Aboriginal communities through advisory services, opportunity identification, feasibility assessments, business plan development and the sharing of best practices.

Aboriginal Capital Corporations

Aboriginal Capital Corporations, of which there are 33 across Canada, are Aboriginal-owned business development and lending organizations. These are important financing and advisory sources for Aboriginal business development. They provide business services, including loan support, to Canadian status and non-status Indians, Inuit and Métis individuals, associations, or partnerships that are partly owned or controlled by Aboriginal people on or off-reserve.

Through FNEPI, the Government of Alberta supports the four Aboriginal Capital Corporations (ACCs) in Alberta in providing loan capital and business assistance to Aboriginal people in Alberta including:

- more than $165 million in funding
- support for approximately 5,000 businesses
- 8,000 associated employment opportunities

Supporting Aboriginal Capital Corporations

Alberta Employment & Immigration funds a series of partnerships to support the development of Aboriginal entrepreneurs and businesses.

Alberta Indian Investment Corporation
Pre- and after-care services for existing and prospective clients, market development initiatives, business workshops and youth entrepreneurship.

Apeetogosan (Métis) Development Inc.
Pre- and after-care services to clients and direct business plan development to facilitate financing for business start-up.

Settlement Investment Corporation
A series of workshops in business management. One-on-one training in a variety of business management such as accounting.

Community Futures Treaty 7
Pre and after care services for existing and prospective clients in Treaty 7, workshops, business plan development and youth entrepreneurship development.

Building Capacity

Capacity building initiatives help strengthen the ability of First Nations individuals, communities and businesses to participate in economic opportunities.

FNEPI program includes:

- Regional Partnerships Development (RPD) – helps First Nations communities and organizations employ and train Regional Economic Partnership Co-ordinators to work with industry, government and other potential partners.
- Economic Capacity Building (ECB) – supports rural and urban Aboriginal communities and organizations to develop the skills and knowledge needed to identify, plan and implement economic development projects.
- Labour Force Planning – helps First Nations communities and organizations with human resource planning specific to workforce development. Includes labour force planning tools and resources, identification of new economic opportunities, and community readiness assessments.

Four years of investment through the First Nations Economic Partnerships Initiative (FNEPI) has already built new capacities and partnerships, and laid a solid foundation for communities to continue moving forward on economic development initiatives.

	Reginal Economic Partnership Coordinators	Economic Capacity Building Projects	Labour Force Planning Projects
2005–06	11	5	6
2006–07	13	10	10
2007–08	15	10	14
2008–09	12	10	15
2009–10	10	14	9
TOTAL	**61**	**49**	**54**

Treaty 6 First Nations: *Learning to Bid on Business*

In 2009-10, the Confederacy of Treaty 6 First Nations collaborated with Enbridge, INAC and the Alberta Ministries of Aboriginal Relations and Employment & Immigration. Together, they are delivering customized workshops designed to give First Nations people the edge needed to maximize contracting opportunities in Central Alberta.

The training workshops were delivered in April 2010 at three college locations within Treaty 6 and focused on contracts to industry, entrepreneurship for oil and gas, project management and business coaching.

Participants learned about technical requirements in the Request for Proposal (RFP) process. They heard the industry perspective and had the opportunity to ask a panel questions.

A total of 95 First Nations people participated in the workshops.

Recognizing Achievement

The Aboriginal Woman Entrepreneur Award of Distinction

L-R Yvonne Lepage, Aboriginal Relations, Marie Delorme, Imagination Cards, Doreen Janvier, DMJ Enterprises and Lanny Der, Aboriginal Relations

The Aboriginal Woman Entrepreneur Award of Distinction recognizes the outstanding contributions of Aboriginal women entrepreneurs in Alberta. This award is presented annually by Aboriginal Relations during the Alberta Chambers of Commerce Alberta Business Awards of Distinction event.

The 2010 award was presented to Marie Delorme, CEO, of the Imagination Group of Companies based in Calgary. Marie specializes in guiding organizations through long-range planning in order to run more efficiently and profitably.

Marie holds a Bachelor of Science degree and a Master of Business Administration from Queen's University and is currently a PhD Candidate at the University of Calgary.

The Rewarding Partnerships Award

The Rewarding Partnerships Award recognizes companies and Aboriginal partners that have demonstrated excellence in innovation, best practices in Aboriginal programs, sustainability and capacity building. The award is presented annually by Aboriginal Relations during the Alberta Chamber of Resources Annual Awards Banquet.

This year, Frog Lake Energy Resources Corporation (FLERC) and Twin Butte Energy Ltd. were recognized for their partnership in the creation and operation of a successful and growing oil and gas company.

"This partnership is yet another example of the progressive work our First Nation has undertaken." said Frog Lake First Nation Chief Clifford Stanley. "The work FLERC is doing in the Frog Lake Reserve Lands is having a very positive impact in our First Nation, leading to increased employment and joint ventures with service companies." he added.

Today, FLERC has become the most successful First Nations owned Energy Company in Canada and has contributed $4 million to on-reserve housing projects; $7 million in royalties to members in direct distribution; $5 million towards a new Administration and Sports complex and $2 million for back hoes, graders and other heavy equipment.

Left to right: Barrie Robb, Chair ACR Aboriginal Relations Committee; Joe Dion, President and CEO Frog Lake Energy Resources; Chief Clifford Stanley, Frog Lake First Nation; Bill Clapperton, Vice President Stakeholder Relations Canadian Natural Resources Limited; Maria David-Evans, Deputy Minister Aboriginal Relations; Jim Saunders, President and CEO Twin Butte Energy Inc.

Future Directions

Alberta has one of the largest, youngest, and fastest-growing Aboriginal populations in the country. This translates into tremendous opportunities for Aboriginal people - and for all Albertans. Strengthening Aboriginal participation in the economy supports the Government of Alberta's goal to ensure the province has one of the most competitive economies in Canada.

Aboriginal Relations will build upon the proven success of the First Nations Economic Development Initiative by focusing FNEPI on the ministry's top three priorities: competitiveness, Aboriginal youth, and urban Aboriginal people. Economic development connects all three areas towards a future of Aboriginal prosperity.

The growing Aboriginal youth population will play a significant role in the future success of the province. Improving First Nation education and job skills training will have a positive impact on the province's competitiveness.

With 63% of Aboriginal people in Alberta living in major urban centres, this success will require a focus on urban Aboriginal economic development, including initiatives such as:

- Engaging business and industry in supporting Aboriginal economic development in urban centres by working with partners like the Chambers of Commerce.
- Increased collaboration with federal partners, industry, and other provincial government departments to explore emerging sectors like Information Communication Technology.
- Engaging Aboriginal entrepreneurs across the province, through partnerships with the Aboriginal Capital Corporations.
- Co-ordination of industry, educational institutions, and other government departments to encourage Aboriginal youth to stay in school and get extra skills training.
- Facilitating Aboriginal project partnerships with industry and increasing business skills and capacity with First Nations.

Learn More

For more information on the Ministry of Aboriginal Relations' Aboriginal economic partnership initiatives, including the First Nations Economic Partnerships Initiative (FNEPI), please contact:

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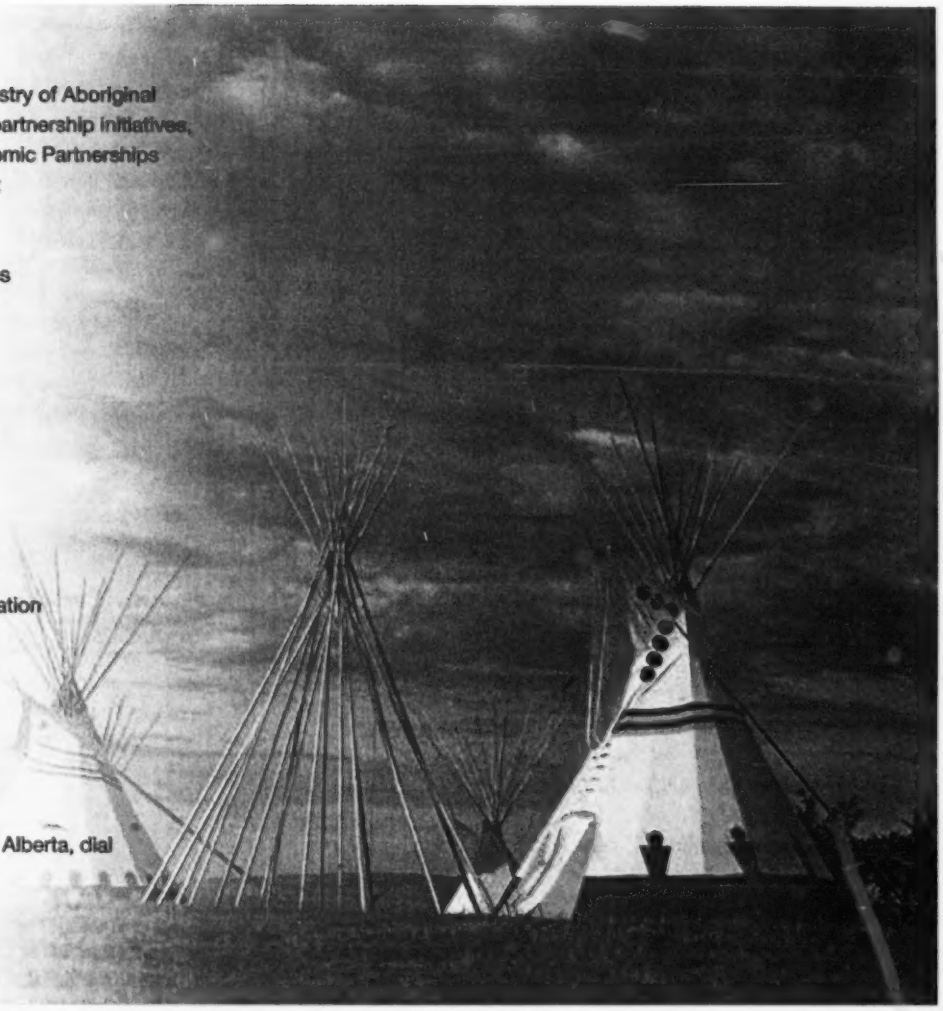
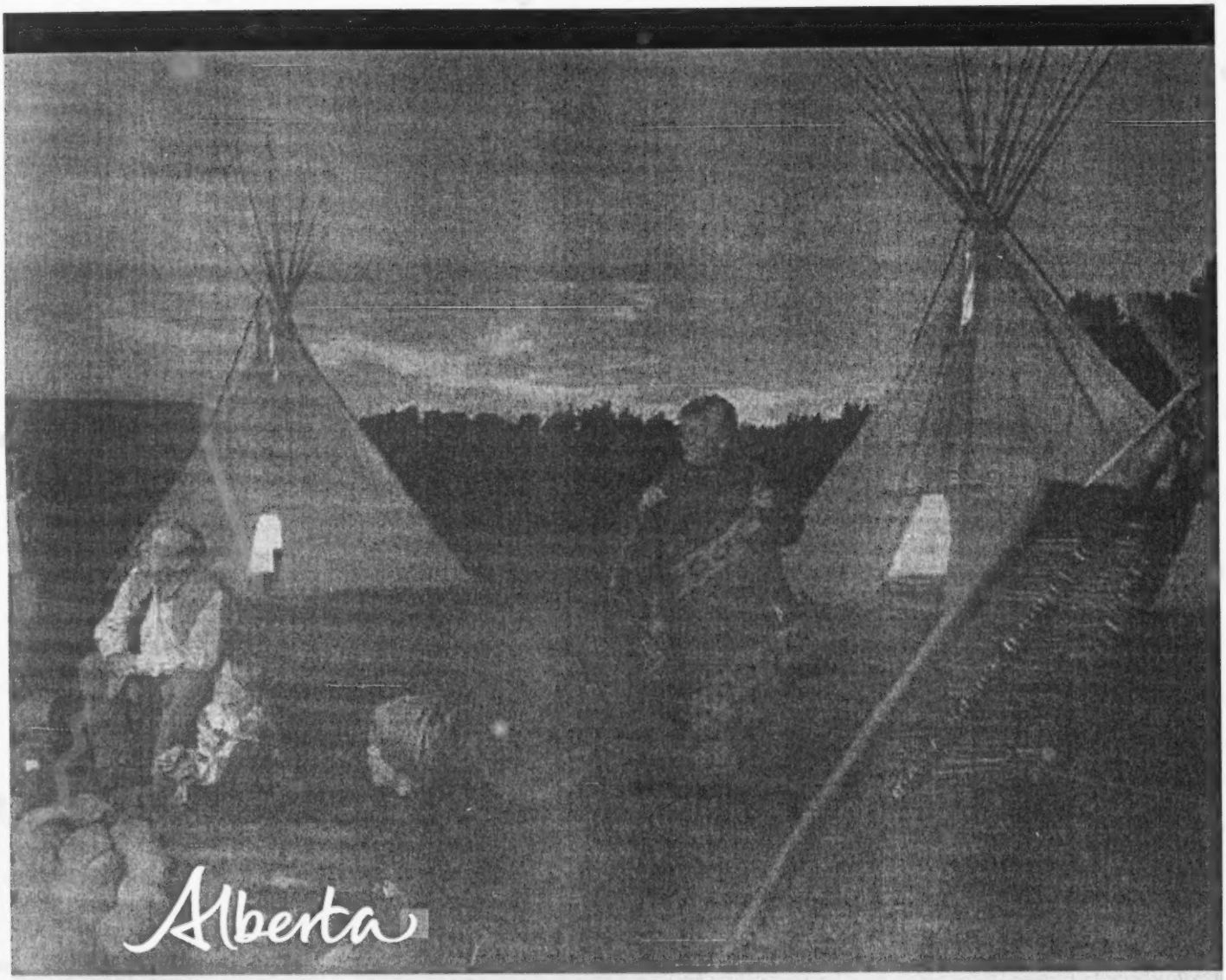
Visit www.aboriginal.alberta.ca





MARCH 2011
ISBN 978-0-7785-5934-4 PRINT
ISBN 978-0-7785-5935-1 WEB
ISSN 1925-3648 PRINT
ISSN 1925-3656 WEB

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Government of Alberta ■
Aboriginal Relations